

17 June 1986

MEMORANDUM FOR: Associate Deputy Director for Intelligence

FROM:

[redacted]  
Director, Office of European Analysis

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SUBJECT: DCI Request for Long-Range Planning

1. Regarding EURA initiatives for long-term improvements I will be concentrating on the following:

- Research plans. We want to look ahead five years, identify the types of questions which policymakers are likely to be asking us, and get ourselves in shape to answer those questions -- both in terms of having the necessary information and having done enough thinking (i.e. analyses) to address issues intelligently. To be done right, this type of examination will necessitate the involvement of key policymakers in Washington and in US embassies. It will, therefore, take some time to do, but should be finished by the time we produce the FY-88 research plan. After that, annual updates will be required.
- More aggressive driving of collection.
  - Using the inputs from policymakers mentioned above to establish the long-range information needs and translating those needs into collection requirements.
  - Upon establishing the annual research plan, looking at additional collection that might be useful and that should be started while RPs or IAs are still in the conceptual stage.
  - Upon completion of an RP/IA make a stronger effort to identify collection gaps and to make these gaps known to the collectors (while simultaneously letting collectors know which of their previous efforts contributed significantly to the just completed RP or IA).

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## 2. Regarding Directorate initiatives:

- Broaden cooperation between the DI and DO. More intensive driving of collection will help, but rotational assignments between DI and DO will contribute even more to establishing the right kind of climate. Cross fertilization would be especially helpful at lower levels where analysts serving in Headquarters or the field can help to put collection activities in a broader analytical framework and collectors serving in the DI can make analysts aware of possible short and long-term collection opportunities.

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- Work harder on rewarding and retaining good analysts who are not attracted by the management track. Important strides have already been in that direction, but many analysts still feel that they will be perceived as having failed if they do not make branch chief or above. The situation will be hard to change in light of the "management culture" that prevails in most government agencies. It will have to be kept at the forefront of our concerns, though, if we want to retain people who are deep thinkers and good writers, but not necessarily good managers. This problem will become more acute in the years ahead as there will not be enough managerial positions for all the talent we have hired in the last few years competes for higher jobs and grades. We will want to manage that competition so that we keep the people we regard as really strong.
- Lay out a sound program for the day when electro dissemination and immediate consumer feedback come to pass. The great danger is that the value of this development could be negated by the absorption of too many resources for current intelligence and overdecentralization of analytical work (i.e. the provision of analysis to high-level policymakers without any sort of product review).

3. I make no pretense that any of these initiatives are entirely new or world-shaking. Still, they seem to me to offer some promising possibilities. As a last point I would also like to caution that none of them can really be implemented overnight. They need time, both at the conceptualization and the implementation stage, in order to be carried out in an effective way. I therefore stress that they are, to quote the Director, "efforts to bring about longer range strengthening of the organization. . .".

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